

Together, we will address inequality & empower **EVERYONE** to be active in a way that works for them

Maximising the potential of walking • Considering the impact on climate change • Addressing inequalities created by Covid-19

Enabling children & young people to have positive experiences of being active **THROUGHOUT THEIR CHILDHOOD**

Creating accessible, safe, & inclusive places & environments for physical activity

Maximising the potential of physical activity to improve physical and mental health

Working with people & communities who experience the greatest inequality

Creating a culture where everyone can be active & **MOVE MORE**

HOW?

GROWING OUR UNDERSTANDING OF PEOPLE AND COMMUNITIES
by working closely with lived experience and listening to resident voices

WORKING COLLABORATIVELY
across and between partners and sectors

SUPPORTING AND DEVELOPING PEOPLE
who can lead and influence others to move more

TARGETING AND ALIGNING INVESTMENT
to where it's most needed

ADVOCATING FOR AND INFLUENCING
policy and practice

FOCUS ON LEARNING AND ADAPTING,
understanding what works and applying it to our work





Active Partners Trust Systems Leadership Workshops:

Workshop 2: Building common understanding and common purpose

Thursday 16th February 2023, 1.00 pm – 4.00 pm

Debbie Sorkin

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Outline for this afternoon

- 1.00 pm:** Welcome and introduction to the session
- 1.10 pm:** Developing common understanding by getting to know each other as a group: online Randomised Coffee Trial
- 1.40 pm:** Developing common understanding: working in complexity and systems leadership: *Presentation, then breakout groups and discussion in plenary*
- 2.30 pm:** Tea break
- 2.40 pm:** Applying the learning: getting to common purpose as a group. *Break-out groups, then feedback on a 'good enough' common purpose*
- 3.30 pm:** Applying the learning: reflecting on where you might try this out in practice
- 3.55 pm:** Summing up and next steps: what's coming up next time: one practical thing you're going to do
- 4.00 pm:** Close

Ways of working

- **Presence:** Really listening to each other; checking for meaning; asking questions to understand; giving people time
- **Attention:** Does your email really need you? Will your phone miss you if it's switched off for a bit?
- **Curiosity:** Retaining an open and curious mind; being open to questioning
- **Chatham:** What's in the room stays in the room
- **Engaging:** Being honest with each other; supporting each other; making new connections
- **Respect:** Listening; contributing; modelling how we want to be treated

Developing common understanding by getting to know each other: Randomised Coffee Trials

Sometimes the most unexpected conversations are the most fruitful

We're starting with a first go at getting to know each other, so that you can start to make the most of the skills and experience in the virtual room.

We're going to put you (sort of) randomly in pairs/threes.

Have a conversation:

- Introductions - who you are, where you're from
- What's piqued your interest so far
- What you can offer and what you'd like help with
- Something about you: one thing you procrastinate over

We will have one round of this for 15 minutes, so you have 5-7 minutes each.

What are you noticing? Who do you want to have a longer chat with? Any surprises?



Developing common understanding: working in complexity and systems leadership



Debbie Sorkin

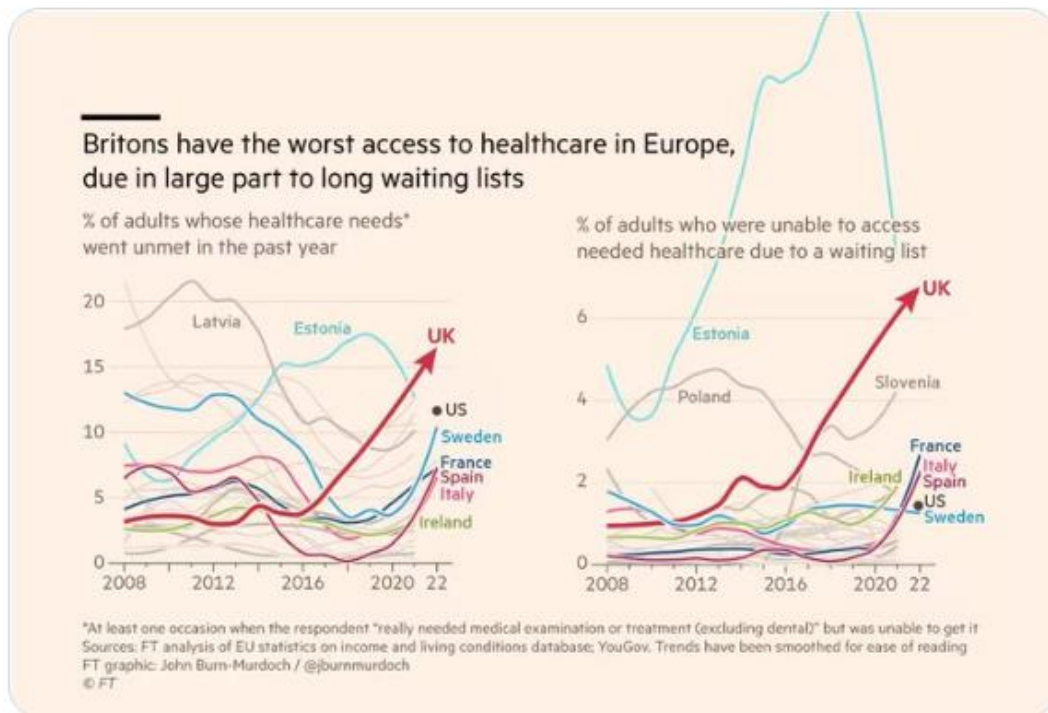
Context: even before Covid, we knew what we were facing. But what we are facing now is bringing these issues into even sharper relief. So we need to find new ways of leading and working



Sam Freedman @Samfr · 4 Nov

An extraordinary and grim chart from @jburnmurdoch. Our health system is failing. Partly money; partly money being spent in the wrong way; partly connected systems like social care not working; partly deeper inequality/poverty.

[ft.com/content/de8fc3...](https://www.ft.com/content/de8fc3...)



- 1 TAKE IT SERIOUSLY
- 2 RECOGNISE EFFECT ON PEOPLE
- 3 SEE WHERE PEOPLE ARE
- 4 BE AWARE OF PEOPLES LIMITED POWER
- 5 PUBLIC SERVICES MATTER
- 6 SPEED MATTERS
- 7 THE VIRUS DOES NOT RESPECT THE TOUGH GUY
- 8 DON'T STIGMATISE
- 9 THIS HAS ONLY JUST BEGUN
- 10 WE MUST ALL LEAD

Illustrations © liveillustration.co.uk and Dr David Nabarro

One way of thinking about this: you, or the people you're working with, will be working in complexity



Simple



Complicated

'Intolerable' NHS crisis to continue until April, health leaders warn

Ministers urged to recall parliament amid warnings patients are dying needlessly due to inaction



More than a dozen NHS trusts and ambulance services have declared critical incidents in recent days, with an overstretched workforce. Photograph: Christopher Furlong/Getty Images

The crisis engulfing the NHS will continue until Easter, health leaders have warned, as senior doctors accused ministers of letting patients die needlessly through inaction.

The Guardian, 2nd January 2023

Complex

So if you want things to move in a particular direction, or to influence, the first thing is to know what you're dealing with

Simple

X causes Y

Complicated

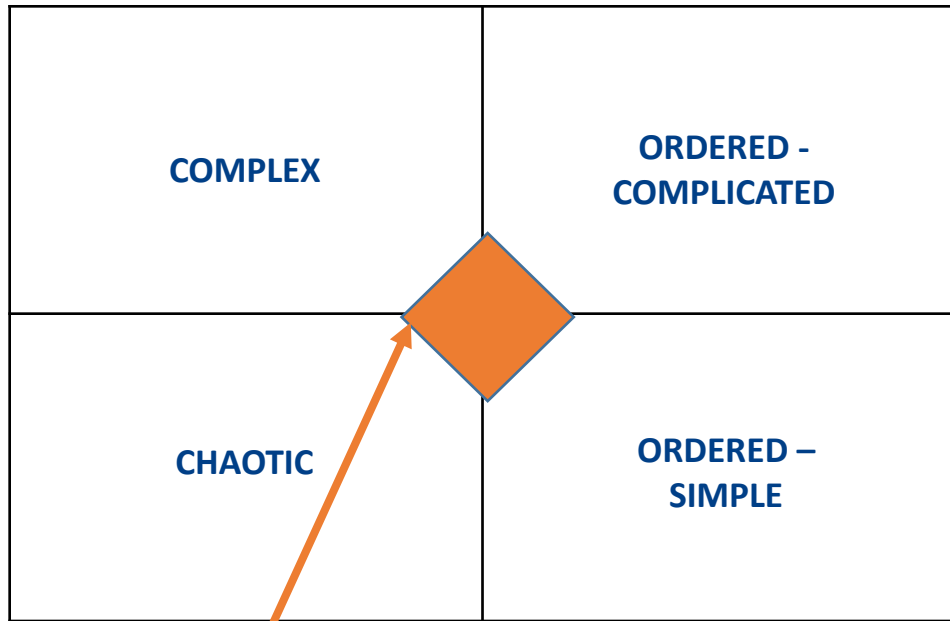
X causes Y, but after a number of expert steps

Complex

No cause and effect –so you can't pull a lever and expect something to happen. You can't predict with certainty in advance: X might lead to Y, but it might lead to something entirely different, or make no difference at all. You'll only know after the event.

Chaotic

No cause and effect relationship – act to regain control



*Cynefin Framework
 Dave Snowden, Cognitive Edge*

Where people can end up: treating a complex issue as simple or complicated, and ending up with chaos

And some things follow....

Does any of this remind you of your work at the moment?

- You won't be able to guarantee in advance how – or whether – things will work
- It might involve new – and counter-cultural – ways of working, with sub-optimal systems and processes
- The issue might shape-shift
- There'll be lots of different people/organisations and different sectors; different perspectives and priorities; and politics – large and small 'p'



**Leadership in these circumstances =
RISK AND UNCERTAINTY**

CONVERSATION



What's resonating for us out of all this?

What are we facing that's complex? What happens in these situations, that we're noticing?

Please speak up and/or put something in the Chat

What can happen in these circumstances: firstly, you can get denial.

NB This is not a smart move

Two teenagers placed in foster care after weight loss plan fails

Family court judge says parents failed to help severely overweight children and did not understand worry of West Sussex social services



▲ The family was supplied with fitness trackers from the local authority but failed to pass on the data from the devices. Photograph: Paula Solloway/Alamy

“Everyone agrees that this is a very sad and unusual case, of a loving family...[but] both the children are severely overweight...and the parents have shown an inability to help the children manage this condition” *(from the judge’s ruling in the family court)*

“The local authority had provided Fitbits and paid for gym membership for the family, who had signed up to Weight Watchers...

...but months later...there had been no reduction in the children’s weight, and they had not provided recordings from their Fitbits or attended the Weight Watchers appointments consistently.” *(from the report)*

The Guardian, 11th March 2021

Or you can get 57 varieties of push-back.

Ronald Heifetz: *“What people resist is not change per se, but loss”*

Notice these tactics and see them for what they are



- **Default behaviours/tribalism**
- **Obscure language, opacity, lack of clarity**
- **Doing the wrong thing busily/expertly**
- **Endless online/endlessly delayed meetings**
- **Taking refuge in governance**
- **Delegating work to the wrong people**
- **Shooting the messenger**

So: consider the extent of what people have lost, not just in the context of health and broader wellbeing – and factor this in



A new route is needed
Alan Swart/Alamy Stock Photo



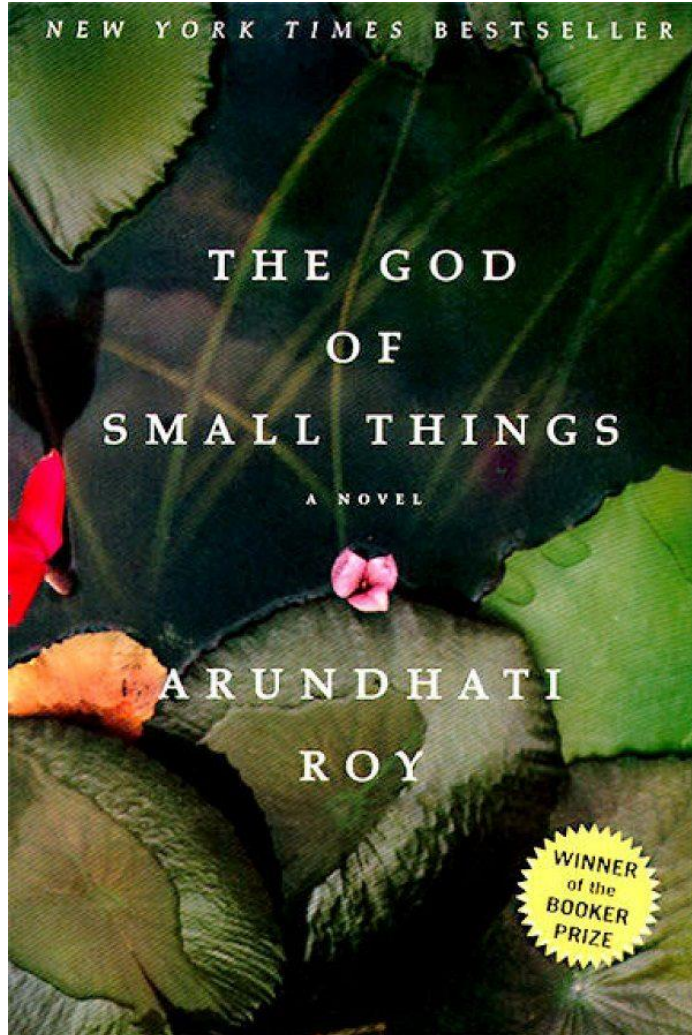
Other common responses to recognise and avoid

- **Trying to command and control**
- **Jumping to solutions**
- **Playing the blame game**
- **Pretending it's all a success when it isn't**



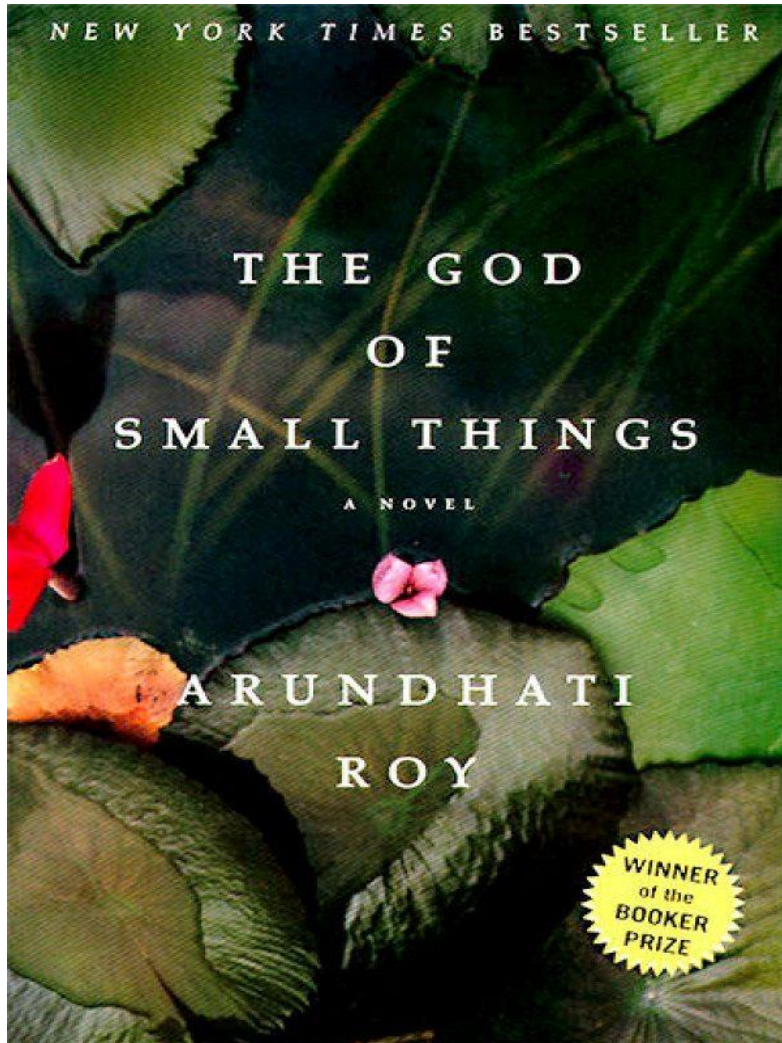
What you can do instead

Use adaptive, or systems, leadership approaches



- Take small steps, and accumulate
- See change as small-scale, sometimes unglamorous or mundane, and cumulative
- Do what's practical for you
- You're not in sole charge (no matter what it says on your name badge/job description)

The power of small steps can be transformative



When you have time, have a listen to this 'Pod Save America' 12/11/20 with Stacey Abrams (about 45 minutes in) about starting small and where it can lead:

https://podcasts.google.com/feed/aHR0cHM6Ly9mZWVkcyc5mZWVkYnVybmVyLmNvbS9wb2Qtc2F2ZS1hbWVyaWNh/episode/ZWNIOTk0YzltM2UzOS0xMWVhLWE1ODctMjM5OTMyMzdiY2NI?hl=en-GB&ved=2ahUKEwiVjr1v_sAhVLT8AKHddrBZgQieUEegQIBRAF&ep=6

The collaborative leadership of a network of people in different places and at different levels, creating a common purpose and co-operating to make significant change

- Common purpose – what’s your agenda?
- What do you want to do: Why do you want to do it? What will be benefits be?
- Who isn’t in the room?
- Relationships, influence, trust: “Systems move at the speed of trust”
- Partial, clumsy and emergent/evolving solutions: allow for dynamic and changing situations



One way of getting to common purpose: Empathy Mapping

What does it feel like to be on the receiving end of us (*as a system*)?



What do they SEE?

What does their environment in their community look like? What surrounds them?

What do they HEAR?

How does the environment influence them? Who really influences them, and how?



What do they THINK AND FEEL?

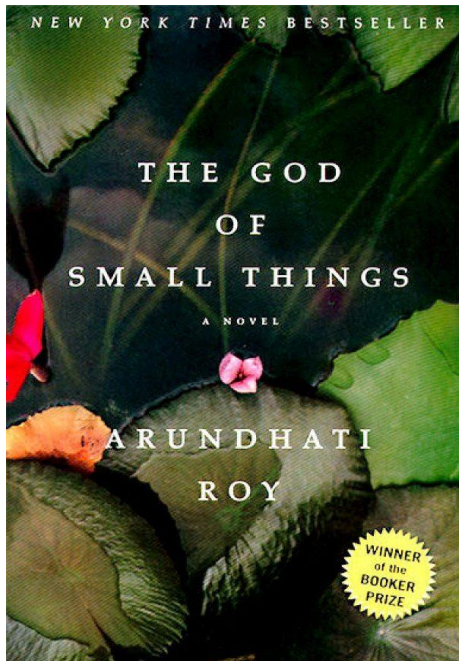
What goes on in their minds? What's really important (that they might not say publicly?) What moves/matters to them?

What do they actually DO/EXPECT?

How do they work? What do they say to others? What will they do for others? How do they find and support each other?



BREAKOUT GROUPS: CONVERSATION



What's resonating for us out of all this?

What are we facing that's complex? Where's the push-back? Where might the perceived losses be?

Where are we already seeing systems leadership – and common purpose?

Please make notes for yourself, and think about key points.

East of England NHS Leadership Academy Systems Leadership Training and Development Session 2, 16th February 2023

Tea break



Applying the learning: getting to common purpose as a group

What's our 'good enough for now' common purpose?



Agreeing a Common Purpose



- **What do we want to do? Why do we want to do it? What are the benefits going to be?**
- **A key “ground rule” for collaborative leadership**
- **Especially important when new teams are coming together, on a new task**
- **Investing time in clarifying our common purpose is time well spent. For example:**
 - *Do we all agree what it is?*
 - *Do we all describe it in the same way?*
 - *Can we measure our progress towards it?*

An example: what people in Leicester, Leicestershire and Rutland Active Partnership, for a programme they were on, came up with in 2022



What do we want to do?

We want to work collaboratively, and to celebrate and share good practice, in order to support people's choices around their health and wellbeing; and to encourage and influence others into action.

Why do we want to do it?

We are all passionate about collaborating to build better health and wellbeing, and about supporting people in communities to spend more of their lives in good health. We understand that we all have a part to play in this work. It makes sense and fits with the broader direction of travel around health and social care, working at a system level and leading in a place-based way.

What will the benefits include?

Healthier life expectancy in the communities we work with; reductions in ill-health; being better able to identify and target particular groups of people with long-term conditions; focusing on and tackling health and wider social inequalities; reducing the pressure on the NHS.

BREAKOUT GROUPS: WHAT'S *OUR* COMMON PURPOSE? UP TO 40 WORDS



IMAGINE WE WERE WORKING TOGETHER AS A GROUP:

- What do we want to do?
- Why do we want to do it?
- What are the benefits going to be – for us, for our organisations, for the people we support?
- Put what you come up with in the Chat

APPLYING OUR LEARNING: WHERE MIGHT WE USE COMMON PURPOSE?



- Have a discussion in your groups:
- Where might you try out common purpose in a situation you're working with at the moment?



Coming up.....

- 21st Mar:** Dancefloor and Balcony – getting the bigger picture
- 25th Apr:** Who's in my system? Rich Pictures and Stakeholder/Actor Mapping
- 23rd May:** How can I influence? Framing and reframing
- 22nd Jun:** How can I influence? Storytelling and Public Narrative

Active Partners Trust Systems Leadership Workshops Workshop 2, 16th February 2023

Thank you. See you on Tuesday 21st March 2023

Debbie, Katie and James



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